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SOURCE Uredni List.MEASURES FOR MANAGEMENT OF CZECHOSLOVAK STATE FARMS

In spite of serious initial difficulties, the state farms have achieved significant production successes. They already supply one third of the pork produced in Czechoslovakia. They are almost the only producers of high-quality seed, and it is because of the state farms that all the JZD (Unified Agricultural Cooperative) can use recognized varieties of seed on their entire seeded area. The state farms also play an important part in stock breeding and in the production of sugar beets, vegetables, flax, wool, and other agricultural products for supplying the workers as well as for industrial raw materials.

However, even though the state farms have attained these successes, and their labor productivity has risen in the past year, the per-hectare yields of agricultural crops and livestock production on the majority of state farms are still far from the potential level. Particularly in root crops and certain industrial crops the state farms have not yet attained planned yields. The growth rate of pigs is not satisfactory, nor is the production rate of weaning pigs and calves. Most state farms have not yet proved themselves able to establish their own highly productive herds of breeding stock.

The main causes of these serious shortcomings on the state farms are:

1. The workers on the state farms, and particularly the managers and specialists, have not mastered and applied Soviet experience sufficiently, either in management or in production. On many farms even the basic agrotechnical and zootechnical measures are not taken.
2. The management and organization of work are still conducted in old-fashioned ways, instead of applying the socialist attitude toward people and work. The workers on many farms are not systematically told of their goals and of the importance of these goals. This impedes the creative incentive of the workers and the successful development of socialist competition. The working groups in plant and animal production have not yet become the basic farm production units.
3. The component farm is not yet regarded as the basic link in the organization of the state farms, and the direction of the work is often inflexibly concentrated in the farm management.

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4. The existing method of payment for work does not encourage the workers of the state farms to fulfill and surpass the planned goals. Work is done predominantly for hourly wages, particularly in crop production, instead of on the basis of piecework according to norms, which would reward workers according to their merit. Thus, unauthorized wages are often paid and the workers are not materially interested in fulfilling and overfulfilling the plan.
5. Agricultural machines, attachments, and groups of machines with one motive power are not fully utilized. Often even basic maintenance is not carried out. The problem of the organization of tractor work on state-farm level, or even on the level of component farms, is not solved, and the tractor operators are not interested in the results of the work of the field groups.
6. A grass-field system using the proper crop rotation has not been introduced. This leads to inefficient soil management and to insufficient provision for local fodder stocks.
7. A serious cause of shortcomings is the turnover of manpower particularly the frequent replacement of managing personnel. The political and technical level of many management and technical personnel is low.
8. Hostile elements have not been fully eliminated on the state farms. As a result of the easygoing attitude and lack of vigilance of many workers, these reactionary elements are carrying on sabotage, undermining working morale, and in all possible ways injuring the management of the farms. Many former landowners and village rich are still working on state farms, sometimes as specialists, or are continuing to live in buildings on the farms.
9. Mass political work is neglected, particularly among workers on remote farms. Many Communists on the state farms are still not leading the struggle against negligence, irresponsibility, bad working morale, and theft of state property, and many make no consistent effort to introduce order into the wage system. The workers are not directed by systematic political and educational work to become responsible managers of their own places of work. Many party organizations do not systematically give direction to the work of Communists in the trade-union and youth organizations.

All the workers on the state farms, the blue-collar workers and technical and administrative employees, must realize that the constant increase of production, greater efficiency, and making the farms profitable are their foremost tasks. These tasks will be fulfilled if they strive unceasingly for constant increases in per-hectare yields and the productivity of livestock, for avoiding waste in plant and animal production, for savings in the consumption of materials, for reduction of operating costs, for making production more efficient, and for preserving the socialist property entrusted to them.

To do away with the shortcomings and mistakes which are slowing down the successful development of the state farms, the Presidium of the Central Committee of the KSC (Communist Party of Czechoslovakia) and the Government have agreed on the following measures:

I. APPLICATION OF SOVIET EXPERIENCE

The experience of Soviet agriculture proves that the systematic increase of soil fertility of per-hectare yields, and of livestock productivity, as well as improvement of basic fodder sources, are possible only through good and conscientious tillage on the basis of the grassfield / i.e., crop rotation / system.

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This system requires the execution of several measures, of which the most important are the introduction of field and fodder grass-field sowing, proper agro-technology, and proper manuring, as well as wide use of high-quality seed and plants.

The Minister of Agriculture, the directors of the state farms, and the managers of component farms shall see that the following measures are carried out:

A. In Plant Production

1. In 1952 - 1955, crop and fodder-seeding procedures shall be introduced gradually on all state farms, in accordance with the grass-field system.
2. The grass-field plan shall be established to assure the fulfillment of the state plan for the production of grains, legumes, vegetables, potatoes, sugar beets, and other industrial crops; to provide for sufficient production of basis feeds for the livestock on each farm in order that the state farms may be independent of imports and purchased feed; and to assure the production of high-quality seed and plants for their own use and for the use of the JZD.
3. The following basic agronomic measures are to be applied on all sections of the state farms:
 - a. Stubble shall be disked to a depth of 5 centimeters immediately after grain cutting.
 - b. Autumn plowing shall be done with a plow equipped with a colter as follows: for grains, plowing should be 20 to 22 centimeters deep, and in shallow soils to the full depth of the topsoil; for industrial crops plowing should be done according to the requirements of the particular crop. Shallow soils should be steadily enriched by the addition of barn manure.
 - c. Autumn plowing shall be completed as early as possible within agronomic time limits.
 - d. Fertilizers shall be better utilized. Some chemical fertilizers and all manures shall be applied shortly before the beginning of plowing, while part of the chemical fertilizer is to be used in the spring before cultivation.
 - e. The use of granulated fertilizers shall be introduced in 1952, and 1953, so that by the end of 1954 they will be used on all farms.
 - f. Spring rolling, harrowing, and fertilizing of winter crops shall be done as early as possible and in the shortest possible time.
 - g. In order to retain moisture, the fields should be dragged and harrowed as early as possible, according to the condition of the soil.
 - h. Cross-sowing or narrow-row seeding shall be used on at least 20 percent of the spring seeding area and 50 percent of the fall seeding area in 1952, and the use of these methods shall be expanded in succeeding years.
 - i. Artificial pollination shall be introduced for rye, corn, sunflowers, and alfalfa grown for seed.
 - j. To provide for the production of seed potatoes in regions where the quality of potatoes has deteriorated, summer planting of potatoes for seed, particularly of early varieties, shall be introduced and expanded in seed-raising areas.
 - k. Basic agronomic time limits shall be established for the individual component farms, and strictly adhered to.

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1. A constant fight shall be waged against weeds and insects by all possible mechanical and chemical means, particularly against the American [i.e., potato] beetle.

4. Small land subdivisions shall be eliminated by making suitable changes in land boundaries in all state farm regions, according to local conditions.

5. The land holdings of the state farms shall be steadily stabilized. It shall be decided which installations will be permanently attached to the state farms, and small installations shall be handed over gradually to the management of higher type JZD. The state farms shall take over new land only on the recommendation of the Kraj National Committee and with the approval of the Ministry of Agriculture.

B. In Stock Raising

The most important goals of state farms engaged in stock raising are the production of sufficient fodder of their own and daily attention to the development of high-quality breeding stock, particularly of cows and sows.

To expand and improve the state farms' fodder crops, meadows shall no longer be mowed but once. Systematic increase in the yield of meadows and pastures must be sought; improved fodder sowing shall be introduced, and the yield of perennial grasses and other fodder plants shall be increased by means of proper sowing procedures.

Therefore, Minister Nepomucky of the Ministry of Agriculture, the directors of the state farms, and the managers of the component farms shall:

1. Increase the production of high-quality fodders by:
 - a. Assigning the responsibility for the fodder crop on each component farm to a special permanent fodder working group or squad.
 - b. The timely and proper care and manuring of all meadows, pastures, and fodder crops, their proper harvesting within agronomic time limits, and the drying of fodder on drying equipment.
 - c. The timely and proper plowing each year of 10 percent of the area of suitable but unproductive meadows and pastures, and gradual seeding of these areas to fodder crops.
 - d. Thorough care and timely first mowing of meadows between the time of full bloom and the end of flowering, and for thorough manuring, in order that less productive meadows may be improved to such an extent that they can be mowed twice. Thus the practice of mowing meadows but once will be abandoned altogether.
 - e. The introduction of continuous green strip on each farm.
 - f. The expansion of the area devoted to intermediate crops by a nationwide average of 20 percent in 1952 and another 20 percent in 1953, and of stubble mixtures by 10 percent in 1952 and another 5 percent in 1953, for the proper harvesting of fodders and their rational and efficient use.
 - g. Providing that silage be available on every component farm to provide succulent fodder during the winter.

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h. Fostering the growing of root crops, particularly potatoes, beets, and carrots for feed, in addition to green fodder, silage, and hay. The necessary agronomic measures to attain high yields of these crops must be taken in time; feed carrots must be sown with poppies and barley, and nutritious grazing areas must be created on each component farm. Sudan grass shall be sown together with part of the barley on all component farms whose production plans include barley.

1. Developing gradually the production of its own feed-crop seed, particularly of perennial grasses, cabbage, carrots, Sudan grass, etc., on each state farm, by 1954 at the latest.

2. Improve the health conditions on stock farms and provide breeding stock for the state farms and the JZD by:

a. Seeing that the best breeding stock is selected in all regions and is concentrated in breeding herds by the end of 1952. Good, healthy, selected females shall be housed in sanitary stables.

b. Providing for artificial insemination on all state farms by their own trained personnel, by the end of 1954.

c. Seeing that veterinary service is increased, particularly in the frontier regions, and that the campaign against disease on state farms be stepped up, particularly by preventive measures, good feeding, and care.

3. Increase the production of hogs, by:

a. Establishing in 1952 and carefully adhering to regular breeding plans in each stable, so as to obtain two litters a year and an annual average of 12 weanlings per sow; these figures to be based on the number of sows as of 1 January 1952. In addition, the productivity of sows shall be increased progressively in succeeding years.

b. During 1952, changing gradually to a feeding program for meat and lard production.

c. Attaining planned daily weight increases of animals by proper feeding, according to individual age and weight groups, and by using fermented feed and other Soviet methods.

d. Establishing by the end of 1952 a cyclical hog-fattening program in at least 30 percent of all state farm feeding centers.

e. Fattening a certain number of pigs by prior feeding in large-scale fattening centers.

f. Using crossbred animals for feeding; and spaying gilts intended for feeding.

4. Assure the planned production of milk, and the production of high-quality dairy cows, by:

a. Setting up breeding plans and rigorously adhering to them in each barn.

b. Establishing feed-requirement norms both for groups and for the individual animals; maintaining a schedule of feeding and milking three times a day; and devoting special care to the cows due to freshen.

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c. Seeing that the method of massaging udders is followed in at least one unit on each state farm before the end of 1952.

5. Carry out the regular and timely breeding of cows, heifers, and sows, and the proper care and raising of calves and pigs on state farms. Since these measures are of primary importance, sows are to be tattooed and regular records of sows and pigs are to be established. Regular systematic checks shall be made on the fulfillment of the animal production plan, particularly of the breeding plans.

II. PROPER USE OF MACHINERY

One of the main requirements for increasing the productivity of labor on the state farms is the efficient use of all tractors and machines. This can be attained by locating them correctly, by thorough maintenance and repairs, by proper organization and rewarding of work, and by applying the principle of personal responsibility for tractors and machines.

The Minister of Agriculture shall:

1. Distribute all tractors and machines among the kraj administrations and farms according to the amount and type of land, the number of workers, and the intensity of farming.
2. Introduce a method of maintenance and repairs so that planned maintenance and current repairs become the basis for keeping the machinery in operating condition, according to the following principles:
 - a. Each individual step of technical maintenance and repairs on tractors and machinery shall be carried out precisely according to directives and within established time limits.
 - b. All tractor squads shall keep regular records of the financial costs and execution of all types of technical maintenance and repairs.
 - c. The system of personal responsibility of the tractor operator for the tractor, machinery, equipment, and tools entrusted to him shall be applied everywhere, primarily by paying bonuses for good care of machinery and by withholding the wages of tractor operators when tools are lost or machinery damaged through an operator's fault. The amount withheld shall equal the damage he caused.
 - d. Tractors shall be entrusted only to tractor operators who are well acquainted with the servicing of machinery and with the rules of technical maintenance.
 - e. Mobile workshops and farm workshops shall be built on all state farms and equipped with the necessary mechanical equipment, even if it is old. These workshops shall make second-echelon repairs, but shall not attempt more complicated repairs.
 - f. Parts from temporarily immobilized tractors shall not be used to repair other tractors.
 - g. Assembly and dismantling tools shall be used and more attention paid to the replacement of worn parts.
 - h. By 30 April 1952, all machines designated as useless shall be inspected, with the cooperation of agencies of the people's administration. A commission composed of representatives of the farms and the kraj national committees will determine which tractors are to be repaired and which are unfit for repair. The Ministry of Agriculture will decide how these tractors are to be used.

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3. Encourage all tractor operators to maintain labor discipline and to develop a socialist attitude toward the production equipment entrusted to them, on the basis of the following:

- a. Tractors, machinery, and tools shall be assigned no later than 10 days before the beginning of work to the leader of the tractor squad for the entire period of field work. The leader of the tractor squad, who will sign for the number of machines he has received and their condition, will be fully responsible for the condition of these machines as long as they are in his squad.
 - b. The same system shall be used in assigning tractors, machinery, and equipment to the individual tractor operators.
 - c. Personal and financial responsibility on the part of the leaders of the tractor squads and the tractor operators for the tractors, machinery, and tools which they have received, and for adhering to the prescribed consumption of fuel and lubricants.
 - d. Systematic checks shall be made and regular records kept on the work done and the fuel consumed by each tractor on each shift.
4. Establish on a wide scale the method of using agregaty (several pieces of machinery drawn by one tractor) and arrange these groups in such fashion as to make the best use of tractor draft power, insure proper timing of field work, and shorten the time required for each operation.
5. See to it that tractor operators who are doing field work have passed a driving test and know enough about servicing the machinery to guarantee that the field work will be done well and at the proper time.

If field work is done carelessly, the tractor operator shall be required to do it over. No wages shall be paid for work which has to be done over. If this work or other supplementary work is done by another tractor operator, the negligent operator shall pay the wages for the supplementary work.

If a tractor operator performs his work so negligently that it cannot be accepted by the farm; if, for example, he does not plow to the correct depth over the entire area, or if he plants seeds at the wrong depth, or if other serious faults are discovered, he shall not be paid for this work.

III. PROPER ORGANIZATION OF WORK

Properly equipped, permanent working groups and squads are the basis of the socialist organization of work on state farms.

The Minister of Agriculture, the leaders of the kraj administrations, the directors of the state farms, and the managers of the component farms shall:

1. For grass and crop production, organize one or more field working groups as required by the volume of production; and, in addition to these, organize special work groups for such production as truck gardening, fruit growing, etc. The cultivation of industrial crops, vegetables, root crops, and other crops which require much hand labor shall be assigned to permanent working squads.
2. The field working groups shall be assigned specific areas for the entire growing season, with a minimum assignment of one year.

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3. The working groups shall be equipped with tractors, machinery, draft power, and other equipment. The members of the groups shall be personally responsible for the equipment entrusted to them.

4. Work in livestock production is to be organized similarly. Individual workers or squads shall be assigned the permanent care of a certain number of animals.

5. The leadership of the working groups in plant and animal production shall be entrusted to responsible and technically capable workers, appointed by the manager of the component farm and approved by the director of the state farm.

6. The system of personal responsibility of the directors of the state farms, the managers of the component farms, and the leaders of the working groups shall be applied in plan fulfillment, in utilization of production equipment and in the organization of work in permanent groups and squads.

The planned production goals shall be broken down according to individual working groups, squads, or persons, so that each worker is acquainted with his task, and its fulfillment becomes a matter of his personal honor.

7. On every state farm, a machine center shall be built to care for all mechanical equipment. The individual tractor squads shall be assigned work on one or more component farms according to the volume of production, to insure maximum utilization of mechanical equipment. The machine centers shall be equipped with mobile repair shops.

IV. PIECEWORK WAGES AND PAYMENTS TO WORKERS ACCORDING TO RESULTS OBTAINED

The Minister of Agriculture shall provide that:

1. In grass and crop production, piecework wages shall be introduced on all farms, on the basis of shift or daily output norms.

a. The Ministry of Agriculture shall issue, immediately after the publication of this resolution, samples of shift output norms, on the basis of which the director of each state farm, in cooperation with the enterprise council, will establish norms for individual component farms. In establishing these norms attention must be paid to present labor productivity, the composition of the soil, the type of terrain, and the amount of weed infestation. The manager of the farm, in agreement with the employees' organizations and the kraj administration of the state farms, may permit a reduction of up to 15 percent in the norms for individual component farms, depending on local conditions. If the present norms are higher than the new sample norm, the original norm will be retained, unless there is some reason to change it.

b. Seasonal output norms shall be gradually established for each type of work, such as thinning and hoeing of beets, harvesting, stubble-disking, threshing, autumn plowing, etc.

2. In livestock production, output norms are to be established according to the present productivity of animals and the degree of mechanization of stable work.

3. The types of work for which sample output norms are established shall be done on a piecework basis and must not be performed at hourly wages.

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4. In component farms where the Ministry of Agriculture has determined that working conditions are extraordinarily difficult, the wages of manual workers shall be increased by 10 percent.

5. The bonus system is intended to stimulate the interest of workers on the state farms in surpassing their planned production goals.

a. Bonuses for surpassing shift or daily norms for field work will amount to 50 percent of the piecework rate. These bonuses may be paid only if the worker fulfills a minimum of six shift norms in a week.

b. In surpassing the seasonal output norm, the worker will receive a bonus for the work done over and above the established seasonal norm. This bonus will equal up to 30 percent of the basic piecework rate, according to the type and urgency of the work. If the entire component farm meets the established agronomic time limits, the worker will receive a bonus up to 50 percent of the basic piecework rate.

c. Bonuses shall be introduced for workers in crop production for surpassing their planned per-hectare yields, while workers in livestock production will receive bonuses for exceeding the planned productivity of their animals, such as increased fertility, higher weight gains, reduced losses, etc.

The established piecework rates and bonuses already include payments for overtime work and for Sunday and holiday work.

6. To interest the leading technical and management employees of the state farms and component farms in the fulfillment and overfulfillment of the plan and in efficiency of operations, salary adjustments and bonuses shall be introduced.

Piecework wages and bonuses shall be established for the tractor operators of the state farms, according to the directives applicable to tractor operators of the STS (Machine-Tractor Stations).

7. Payments and bonuses for employees are to be established by directives and regulations which the Ministry of Agriculture will issue. With the cooperation of the ROH (Revolutionary Trade Union Movement), the new output norms and the bonus system for workers will be discussed with the employees of all farms.

V. SOCIALIST COMPETITION

Since agricultural work is seasonal, the workers must, in that period of time which determines an abundant harvest, put out all possible effort, pay no attention to the length of their working day, surpass their daily norms, and shorten the time usually required for key operations.

All the workers on the state farms must develop widespread socialist competition among state farms, component farms, working groups, and squads, and even among individual workers, to attain and surpass planned yields and livestock productivity and to reduce production costs.

Individual workers, working groups and squads, farm units, and state farms shall adopt socialist pledges to exceed the plans. Those engaged in the competition must be able to follow one another's progress, to discuss experiences, and to exchange aid. The achievements of employees should be systematically recorded, and those who are lagging should be helped by publishing these results at meetings, in cultural circles, on bulletin boards or honor rolls, by news flashes, and

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through other propaganda media. Under the regular program of evaluation of competitions on component farms and on state farms, the workers should be acquainted with the methods used to attain good results, with Soviet experience, and with the underlying causes of shortcomings.

VI. WORKERS' WELFARE

Permanent personnel shall be recruited and systematic care devoted to their political and technical training and to the improvement of their living conditions.

1. The Minister of Agriculture and all directors of state farms shall:

a. Organize regular enterprise labor schools in cooperation with the ROE, and establish evening meetings at which leaders and exemplary workers from the state farms, as well as other agricultural workers will acquaint the employees with the experience of Soviet agriculture. Specific measures to improve the work on the state farms shall be discussed, such as how to attain higher milk production, increase the number of pigs to a litter, achieve higher per-hectare yields, make production more efficient, improve the work organization, etc.

b. Prepare training courses for supplemental theoretical and practical training of supervisory and specialist personnel, in connection with the reorganization of agricultural education.

2. To improve supplies for employees on state farms, the Minister of Agriculture shall see that one weaned pig is provided per year, at the crop purchase price, to the permanent employees of those component farms which regularly fulfill their production and delivery plans. In the case of a family, however, only one member is to be allowed to buy a pig. Agricultural workers shall be permitted to buy one kilogram of feed grain at the crop-purchase price for every day worked, if they worked a minimum of 20 days in the month at piecework rates, and if their component farm is fulfilling its production plan. The right of purchasing locally-produced goods, which is given to agricultural workers under existing law, is to be extended to other workers who are employed directly on component farms.

3. To improve the welfare of the children of employees of the state farms, and to facilitate the employment of women, the Minister of Education, Science, and Arts shall gradually establish nurseries in the operational units of the state farms, on the basis of a plan which the Ministry of Agriculture will agree on with the Ministry of Education, Science, and Arts by 30 April 1952.

4. To improve housing for the workers on state farms:

a. The Minister of Agriculture shall see that new housing is constructed and existing housing is made suitable, under the program of planned investments.

b. The Minister of Agriculture and of Finance shall allot to employees of the state farms plots of land up to 0.20 hectare, and in mountain pasture regions up to 0.50 hectare, for the construction from local materials of houses for their own families, or of other buildings, and for vegetable and fruit gardens.

He shall also make available to the employees of state farms 20-year loans of up to 100,000 crowns at 3 percent interest. The workers who build these family houses shall receive aid, particularly in the form of draft power.

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5. The Minister of Agriculture shall see that housing for brigade members is prepared and equipped, primarily from local materials, and that they are properly fed.

VII. DEPUTY DIRECTORS FOR POLITICAL WORK

The duty of the deputy directors for political work is to assume, through political and educational work among the workers on the state farms, the attainment of all goals which the party and the government have assigned to the state farms. Their mission is therefore:

1. To mobilize all the workers on the state farms for the fulfillment and overfulfillment of the planned goals in crop and livestock production, for organizing labor in groups and squads, and for the timely execution of high-quality work.
2. To introduce output norms more widely; to develop socialist competition in cooperation with the ROH; and to popularize and publicize the experiences of Soviet sovkhozes and kolkhozes and new methods of work.
3. To consistently lead all workers to manage their own work well, and to combat laziness, bad working morale, and irresponsible handling or theft of the property entrusted to them.
4. To see that the state farms are thoroughly purged of the village rich and other hostile elements.
5. To be more diligent in the training of employees and to pay attention to their constant political and technical development. They shall help the directors in selecting personnel to send to schools and in the distribution and assignment of these persons.
6. To expand and intensify cooperation between the state farms and the JZD by seeing that the supervisors and best workers on the state farms and component farms use their specialized knowledge to help the cooperative members and to teach them agricultural production on a planned basis.
7. To assure the fulfillment of all goals in close cooperation with the party organization; to substantially improve the aid rendered to the enterprise party organization, and to help this organization improve the quality of party organization, mass political work, and membership training. They shall not direct the party organizations or make decisions on party matters.
8. To acquaint themselves with the problems of mass organizations, such as the ROH and the CSM (Czechoslovak Youth Union); to advise and help them, and with their assistance mobilize all workers for plan fulfillment; and to see to the proper training of their members.
9. To devote a maximum amount of time to personal persuasion at the places of work, in fields, and in barns. They shall use all available means of personal persuasion for mass political work, including evening visits with employees, work conferences, state-farm-wide and component-farm-wide meetings, etc.
10. To see that the principle of a single responsible leader is maintained. This means the director of the farm and the responsible leaders in the individual work units. The existing injurious practice of interfering with the authority of the directors is to be stopped.

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The deputy directors for political work are selected from the workers on the state farms. They are directly subordinate to the director of the state farm, from whom, however, they will receive no operational or technical assignments.

The okres party committees shall assist these deputy directors in their work, point out their mistakes and shortcomings, and advise them how to overcome these difficulties. To manage the political work and to assist the chief party administration as well as the kraj administrations in it, political sectors within the state farm administrations are being set up, but these sectors will remain subordinate to the kraj state farm administration as well as the national state farm administration.

The political sections of the kraj administrations and of the main administration shall cooperate closely with the kraj committees, with the central committee of the party, and with the other components of the National Front.

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